Supporting Student Success

OFFICE OF THE VICE-PRESIDENT (STUDENTS AND ENROLMENT)
STRATEGIC PLAN
2016–2018
Supporting Student Success
Carleton University
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>2</td>
</tr>
<tr>
<td>Mission</td>
<td>2</td>
</tr>
<tr>
<td>Vision</td>
<td>2</td>
</tr>
<tr>
<td>Values</td>
<td>2</td>
</tr>
<tr>
<td>OVPSE Offices</td>
<td>3</td>
</tr>
<tr>
<td>Theme 1: Student Success</td>
<td>4</td>
</tr>
<tr>
<td>Theme 2: Employability and Future Success of Carleton Students</td>
<td>8</td>
</tr>
<tr>
<td>Theme 3: Collaboration and Coordination</td>
<td>9</td>
</tr>
<tr>
<td>Theme 4: Sustainable Enrolment Management</td>
<td>10</td>
</tr>
<tr>
<td>Theme 5: OVPSE Staff Leadership and Development</td>
<td>13</td>
</tr>
</tbody>
</table>
Introduction

The Office of the Vice-President (Students and Enrolment) (OVPSE) is dedicated to offering students a comprehensive range of academic and personal support mechanisms through the application process, over the course of their university experience and after they have graduated. The Strategic Plan for the OVPSE identifies themes, goals and actions tied to supporting students and offers strategic direction for the OVPSE and its offices. Carleton University’s Strategic Integrated Plan 2013-2018: Collaboration, Leadership and Resilience: Sustainable Communities – Global Prosperity was used as a basis for the creation of this document.

Mission

The Office of the Vice-President (Students and Enrolment) supports students’ complete university experience from their first point of contact through to graduation and beyond. We provide programs and services that complement and facilitate students’ academic and personal success.

Vision

As a fully integrated and cohesive team, the OVPSE will provide accessible and personalized support services by anticipating student needs and exceeding their expectations. The OVPSE and its offices will strive to inspire our students and community by providing them with the resources they need to drive towards their goals and achieve academic and personal success.

Values

The OVPSE values are:
• Accessibility and inclusivity in providing student services to a diverse population
• Personalized and creative approaches to customer service
• Collegial workplace that is respectful of those we serve and each other
• Working environments that promote collaboration and partnership-building with students, staff and faculty
OVPSE Offices

- Admissions Services
- Awards and Financial Aid
- Department of Recreation and Athletics
- From Intention to Action (FITA)
- Health and Counselling Services
- International Student Services Office
- Paul Menton Centre for Students with Disabilities
- Residence Life Services

- Scheduling and Examination Services
- Student Academic and Career Development Services
- Student Affairs
- Student Experience Office
- Student Systems Support
- Undergraduate Recruitment Office
- University Registrar's Office
- Office of the Vice-President (Students and Enrolment)

Themes

The following themes have been identified by the OVPSE:
1. Student Success
2. Employability and Future Success of Carleton Students
3. Coordination and Collaboration
4. Sustainable Enrolment Management
5. OVPSE Staff Leadership and Development
Theme 1: Student Success

The wide range of programs and services available under the Office of the Vice-President (Students and Enrolment) are designed to support student learning, provide transformational and enriching student experiences, and engage students in the Carleton community. By doing so, the OVPSE supports student success, academic excellence, and student well-being (physical, mental and overall) inside and outside the classroom, across the full student experience.

Goal 1-1: Collaborate in the Creation of a Coordinated Student Success Framework

Strategic Actions:

> Develop a student success framework, in collaboration with academic units and OVPSE offices, that further examines and supports an increase in graduation rates at Carleton (retention, graduation and employability) through programs, initiatives, outreach, and academic regulations
> Work closely with the Office of Institutional Research and Planning to use institutional data to support evidence-based decision-making as we create a coordinated framework
> Use new insights and understanding of first year GPA, Academic Performance Evaluation decisions, and undergraduate students in 3-5 GPA range, to better communicate with and deliver student support services to undergraduate audiences (in collaboration with academic units)
> Continue to provide a wide-range of holistic support services to Carleton students, both undergraduate and graduate, that encompass academic success and the student experience (extra-curricular activities, personal safety, mental and physical health and wellness) in all OVPSE offices
> Recognize the work of OVPSE offices like Admissions Services, the Registrar's Office, Scheduling and Examination Services, Student Systems Support and how their work supports student success
> Promote financial literacy and access to financial aid to undergraduate students and their role in student success, graduation and beyond
> Understand role of student mental health in student success and integrate findings in OVPSE operations
> Work with the Faculty of Graduate and Postdoctoral Affairs and graduate student representatives to determine the best way to support graduate students through the OVPSE offices

Key Performance Measures:

> Implement short-term recommendations from the Working Group for the Undergraduate Student Experience Final Report 2015
> Implement recommendations from the Rules and Regulations Final Report 2015
> In collaboration with academic units and OVPSE offices, create a coordinated student success framework for Carleton with the aim to increase graduate rates, address employability, and promote student success; ensure goals of the framework are closely tied to the implementation of a new CRM at Carleton (as noted in Theme 4)
> Align goals of our programs and services in the OVPSE offices to those of the student success framework to ensure coordination in our efforts to improve student success, graduation and employability of our students
> Increase the awareness and satisfaction of students accessing programs and initiatives from OVPSE offices
> Increase the number of graduate students using OVPSE services (where appropriate)
Goal 1-2: Create an Accessibility Strategy in Collaboration with Academic and Administrative Units

Strategic Actions:
> As outlined in Carleton’s Strategic Integrated Plan, develop a Coordinated Accessibility Strategy for Carleton that builds on Carleton’s status as Canada’s most accessible university and that improves employability of students with disabilities

Key Performance Measures:
> Launch a Coordinated Accessibility Strategy and implement recommendations from this strategy according to timelines indicated
> Promote Carleton’s commitment to continuous improvement in the area of accessibility

Goal 1-3: Student Wellness and Mental Health

Strategic Actions:
> Re-establish Student Mental Health Advisory Committee (an on-campus advisory group and a resource for the Carleton community)
> Work closely with faculty, staff and students to refresh the Student Mental Health Framework and collect feedback from across campus
> Finalize and launch phase II of the Student Mental Health Framework
> Continue to provide a wide range of holistic support services that support the needs of Carleton students across the spectrum of mental health and encourage the use of support services; promote student support services and their role in supporting wellness, resilience and mental health
> Collaborate with student governments and on-campus clubs on student mental health initiatives

Key Performance Measures:
> Feedback from across campus collected and considered by the Student Mental Health Advisory Committee and implemented based on their recommendations into the Student Mental Health Framework II
> Launch and promote Student Mental Health Framework II
> Implement recommendations from this Framework according to timelines indicated
> Student Mental Health Advisory Committee is included in ongoing discussions about student mental health on campus in order to help it address continuous improvement in the area of student mental health at Carleton
> Increase in knowledge of services on campus to support student wellness and mental health
Goal 1-4: Increase Awareness of Student Support Services

Strategic Actions:
> Continue to promote the mandates of each of the student support service offices and their roles in supporting students’ academic preparedness and success
> Investigate the creation of a “student support services” brand to enhance promotion of our services to our students
> In collaboration with the implementation of the CRM (Theme 3), enhance ability to proactively reach out to students based on their circumstances and needs (continue to work towards and enhance abilities in getting “the right message to the right student at the right time”)
> Complete an environmental scan of programs and services in the OVPSE offices to determine any gaps or overlapping programs, initiatives and services
> Explore enhancements to learning preference models and learning strategies (including the role of therapeutic alliance)
> Continue to expand online delivery of student support service programs

Key Performance Measures:
> Increase in awareness of student support services and when and how to access support services
> Determine “student support services” brand and how to best promote it to students
> Continuous improvement to the referral processes between OVPSE offices and academic units
> Environmental scan completed and recommendations created on how to move forward; should tie into goals of student success framework (goal 1-1)
> Increase in the number of students accessing support services online
Goal 1-5: Promote Experiential Learning Opportunities to Carleton Students

Strategic Actions:
> Using existing information already collected by the University Registrar's Office and the Student Academic & Career Development Services, create an online living document detailing available experiential learning opportunities at Carleton (should be accomplished in collaboration with other units on campus, in particular the Discovery Centre). This document should include the learning outcomes and skills acquired for each opportunity and information about financial aid (awards that support students participating in experiential learning) and financial implications
> Promote the co-op option to both prospective and current Carleton students as an experiential learning opportunity
> Explore how to recognize experiential learning opportunities students complete at Carleton
> Through experiential learning opportunities, promote ways for students to gain international experiences both at Carleton and abroad
> Promote undergraduate research opportunities, as well as TAships and RAships, as experiential learning opportunities
> Explore connection between experiential learning and graduation, student success and employability (Goal 1-1)

Key Performance Measures:
> Expanded opportunities for students to gain international experiences
> Promote experiential learning as an option for every student
> Increased awareness of experiential learning opportunities and their benefits to faculty, staff and students
> OVPSE offices supporting experiential learning opportunities within their offices or supporting the work of other offices that offer strong experiential learning programs and initiatives (e.g. hiring co-op students, participating in fundraising events for experiential learning, promoting opportunities to student staff, raising awareness through advising and career sessions, etc.)

Goal 1-6: Evaluation

Strategic Actions:
> Create and encourage a "culture of measurement" within the OVPSE offices
> Support the OVPSE offices, where appropriate, in creating evaluation metrics for their initiatives
> Tie metrics, where appropriate, to student success framework (Goal 1-1), Accessibility Strategy (Goal 1-2) and Student Mental Health Framework (Goal 1-3) to ensure coordination towards holistic student support
> Work with the Office of Institutional Research and Planning to determine key indicators in existing student satisfaction surveys to work towards improving results in OVPSE offices

Key Performance Measures:
> OVPSE offices using learning outcomes for initiatives and participating in self-assessment measurement of their initiatives
> Key indicators determined in conjunction with the Office of Institutional Research and Planning
Theme 2: Employability and Future Success of Carleton Students

Carleton students gain a wealth of knowledge and skills during the course of their university experience, which contributes to their employability and future success. The OVPSE supports students’ understanding of the skills they gain through their degrees, their co-curricular activities and student employment on and off campus and their ability to articulate those skills.

Goal 2-1: Engage Students with Consistent Career Support Starting in First Year, throughout Their Program through to Graduation

Strategic Actions:
> Implement recommendations in ‘Career and Academic Advising at Carleton’ report to engage students in career development starting in the first year and continue to support students as they transition to meaningful careers or professional programs after graduation
> Engage and support faculty members on career support
> Continue to develop relationships with employers
> Support employability of students with disabilities through the Accessibility Strategy (Goal 2-2) and ensure connections between consistent career support and Accessibility Strategy
> Support employability of international students in conjunction with the International Student Services Office

Key Performance Measures:
> Increase in use of Career Services by first-year students
> Increase in faculty awareness of Advising and Career Services to respond to questions from students about employment and make a referral to Advising or Career Services as appropriate
> Increase in student awareness of career, graduate and professional programs available to them after graduation
> Increase in awareness and articulation of the skills they gained at Carleton both in their academic and co-curricular programs
> Increase in number of students hired for co-op positions in the OVPSE offices

Goal 2-2: Provide Information on Job Opportunities on Campus

Strategic Actions:
> Develop an on-campus job strategy for Carleton
> Ensure job strategy is tied to student success framework (Goal 1-1) and contributes to retention, graduation and employability of Carleton students
> Coordination of skills listed in job postings, co-curricular opportunities, and OVPSE resources

Key Performance Measures:
> Increase in awareness from on-campus employers about mySuccess
> Increase in on-campus job postings through mySuccess
> Enhanced promotion of mySuccess as a job portal for on- and off-campus job opportunities
> Career skills articulated and used consistently across tools and resources and in the job strategy
Theme 3: Collaboration and Coordination

The OVPSE offices work to collaborate with academic and administrative units across campus to continue to improve student outcomes. ‘Collaboration’ is in the title of Carleton’s Strategic Integrated Plan and is one of the main themes throughout. Continuous improvement is one of Carleton’s goals and this can be achieved through collaboration and coordination.

Goal 3-1: Lead the Cross-Departmental Project to Select and Implement a New Customer Relationship Management (CMS) with Units across Carleton

Strategic Actions:
> Complete the CRM evaluation process to propose an IT solution that supports the full student lifecycle
> Propose a multi-year project for undergraduate and graduate recruitment, student success and alumni

Key Performance Measures:
> Campus community sees the value in a CRM and understands how it can support and enhance our interactions with prospective and current students and alumni
> The CRM is seen as a tool to improve our communications and interactions with students and will lead to improved one-on-one interactions with students (both in person and online)
> Launch undergraduate recruitment module
> Build foundation for a student success module
> Improved communication across Carleton
> Improved referral processes

Goal 3-2: Provide and Disseminate Consistent, Effective, Timely Information about OVPSE Services to the Carleton Community

Strategic Actions:
> OVPSE offices to collaborate in building and offering training modules, and OVPSE certificate programs, covering a variety of topics in student support services
> Explore online delivery of certain workshops that can be accessed as refresher courses
> Host lunch and learn sessions on topics covered in OVPSE Strategic Plan to share information across the Carleton campus
> Update Student Support Services Guide for Faculty and Staff and enhance Carleton.ca/studentsupport website for faculty and staff
> Launch a new monthly VPSE newsletter that faculty and staff can subscribe to for up-to-date information and insights from the OVPSE

Key Performance Measures:
> Increased comfort in making a referral to student support services
> Launch of OVPSE certificate program with four topics offered
> Use of new tools and resources (print, online, electronic newsletter)
**Theme 4: Sustainable Enrolment Management**

Carleton University aims to attract diverse groups of prospective students to its wide range of undergraduate programs. Each year, 30,000 undergraduate applications are processed and over 6,000 students are admitted to Carleton. Through applicant surveys and daily interactions with prospective students and applicants, we know that students select Carleton for a variety of reasons. These include the academic program offerings, the university’s location and the friendly, supportive campus community at Carleton. Carleton sets itself apart from other universities through its personalized approach used in the recruitment and applicant cycle, as well as on campus with our current students.

**Goal 4-1: Meet Enrolment Targets**

**Strategic Actions:**
- Successfully execute all major events, high school visits, campus tours, front-line response to inquiries and communication campaigns (call and email) in the Undergraduate Recruitment Office
- Collaborate with academic units to engage them in recruitment efforts in the Undergraduate Recruitment Office and support their recruitment initiatives
- Promote co-op programs, scholarships and bursaries and student support services to prospective students
- Make Offers of Admissions to prospective students in a timely manner
- Improve transfer credit assessment
- Ensure students have the information they need to make a decision to attend Carleton
- Participate in setting admission targets for undergraduate programs
- Collaborate with academic units and OIRP during the admissions cycle to monitor applicant information
- Implement new High School Liaison position in the Undergraduate Recruitment Office to increase outreach earlier in the year
- Continue to improve Undergraduate Admissions website

**Key Performance Measures:**
- Meet undergraduate enrolment targets (domestic)
- Positive feedback collected from recruitment events, campus tours, responses to inquiries
- Offers made in a timely fashion
- Adjustments to admissions and recruitment strategies made as needed throughout the cycle with applicant information
- Increase of information requests through Undergraduate Admissions website

**Goal 4-2: Continue to Expand International Recruitment to Enroll an Increased Number of International Students**

**Strategic Actions:**
- Successfully execute international travel
- Liaise with embassies and the Canadian Bureau for International Education to promote Carleton as a desirable place to study
- Bring groups, like guidance counsellors, on campus to promote Carleton as a desirable place to study

**Key Performance Measures:**
- Meet undergraduate enrolment targets (international)
- Expand use of agents
- Strategic use of tools and resources to reach an international audience – travel and online
Goal 4-3: Increase the Number of Academic Pathways with Partner Community Colleges

Strategic Actions:
- Continue to work with faculty, senior administration and partner community colleges on academic pathway agreements and articulations
- Continue to work on projects to increase the number of college transfer students
- Complete college visits
- Provide information to prospective college students from Awards and Financial Aid about financial aid and financial aid administration
- Support college transfer students at Carleton through programs and services offered by the Student Academic and Career Development Services that meet their unique needs
- Increase social media use with transfer students for support and connections

Key Performance Measures:
- Increased number of academic pathways with partner community colleges

Goal 4-4: Support Carleton’s BA through the Full Student-life Cycle

Strategic Actions:
- Work with academic units and faculty in the Faculty of Arts and Social Sciences and the Faculty of Public Affairs to support the promotion of the BA at Carleton
- Enhance how we talk about the BA in our Undergraduate Recruitment promotion
- Support academic units to articulate the skills students’ gain from a BA to internal and external audiences (including prospective and current students)
- Work with academic units to support or offer initiatives for BA students delivered through the OVPSE offices (for example, Alternative Spring Break, Alumni Panels, etc.)
- Explore ways to expand the reach of Career Services to BA students in particular
- Enhance programming to BA General and Undeclared students through student support services
- Continue to use peer models in Career Services to reach students
- Work with employers we have existing relationships with to promote the value of a BA degree and the wide range of skills our BA graduates have – continue to have conversations about what employers are looking for when they hire.

Key Performance Measures:
- Increased number of BA stories in the Undergraduate Recruitment advertising campaign and other print and online materials
- Increased BA student engagement with student support service programs, initiatives, workshops, etc.
- Complete stop-out call campaigns targeted to BA students
Goal 4-5: Support the Development and Promotion of Recently Launched / New Undergraduate Degree Programs

Strategic Actions:
> Work with faculty as new undergraduate programs are developed to promote these programs and help ensure their success
> Continue to work with academic units that have recently launched new programs to enhance messaging and attract high-quality applicants

Key Performance Measures:
> Survey prospective and current students about their expectations for recently launched and new undergraduate degree programs

Goal 4-6: Increase the Visibility of Non-Traditional/Online Courses and Programs Available at Carleton

Strategic Actions:
> Create and launch a new coordinated website that highlights other opportunities outside undergraduate and graduate degree programs available at Carleton including distance learning, professional development, post-baccalaureate opportunities, certificates, etc.
> Create a ‘non-traditional and online course’ communication and marketing plan template and individualized templates for units wanting to promote certain aspects of programs and courses

Key Performance Measures:
> Increased traffic on Carleton website for ‘non-traditional’ learning
> Implement an online tool that allows Carleton departments to share content so that this website stays current
> Increased coordination of promotion for ‘non-traditional’ learning opportunities at Carleton

Goal 4-7: Visual Identity and Marketing

Strategic Actions:
> Collaborate with the Department of University Communications on visual and marketing strategies to enhance our ability to tell the Carleton story
> Investigate new and emerging communication avenues
> Enhance photography used in Undergraduate Recruitment print and online materials

Key Performance Measures:
> Enhanced marketing materials for undergraduate students that tell strong stories and support Carleton’s brand
Theme 5: OVPSE Staff Leadership and Development

The OVPSE strives to promote a positive working environment for all staff and ensure they feel they are contributing to the overall goals of the OVPSE and Carleton.

Goal 5-1: Promote a Positive Working Environment Where All OVPSE Staff Feel They Contribute to the Overall Goals of the OVPSE and the University

Strategic Actions:

> Active encouragement to participate in Healthy Workplace initiatives; address barriers to participation for frontline staff
> Host monthly staff breakfasts with VPSE
> Host two town hall sessions (fall term and winter term) for OVPSE staff

Key Performance Measures:

> Continued OVPSE staff participation in Carleton-led Healthy Workplace initiatives
> Front-line staff feel included in offerings
> Positive feedback and evaluations from staff for breakfasts and town hall sessions

Goal 5-2: Provide Opportunities for Growth and Development for OVPSE Staff

Strategic Actions:

> Active encouragement to participate in Office of Quality Initiatives professional development initiatives like Carleton Leader, the Supervisory Development Series, etc.
> Promote OVPSE certificate programs (Goal 3-2) to staff in OVPSE
> Determine additional professional development opportunities OVPSE staff would be interested in (job exchange/shadow opportunities, mentoring, training, etc.) and create an implementation plan with OVPSE or in conjunction with Human Resources and the Office of Quality Initiatives
> Launch a new monthly VPSE newsletter and strongly encourage OVPSE staff to subscribe
> Explore OVPSE results from Employment Engagement Survey to determine areas we can continue to focus on to support staff in OVPSE offices

Key Performance Measures

> Staff participation in training modules and OVPSE certificate program
> Majority of OVPSE staff subscribed to VPSE newsletter (all offices represented in subscription statistics)
> At least one OVPSE staff and one OVPSE office profiled in each VPSE newsletter
> Implementation plan created and implemented for professional development opportunities in OVPSE
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